DEPARTMENT OF HEALTH AND HUMAN SERVICES

THE SECRETARY'S QUALITY OF WORK LIFE SURVEY ON
ORGANIZATIONAL CLIMATE

Human Resource Management Index

Results for Organization Code
1212

Indian Health Service
Portland Area Office

Report for the

INDIAN HEALTH SERVICE
(HHS Organization Code 1212)

PORTLAND AREA OFFICE

**This section provides an overall summary of responses from the 253 IHS Portland
Area Office employees who responded to the HRMI 2000 survey.**

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April, 2000

HUMAN RESOURCE MANAGEMENT (HRM) INDEX

Introduction

The HRM Index summarizes employee descriptions of their work environment. The Index is derived from responses to a carefully selected set of questions (1 through 14 on the survey) about how effectively people's time, energies, ideas, and abilities are used. The questions gather information about the following areas important to organizational performance.

- o Effectiveness of Management Practices
- o Employee Feelings About the Organization
- o Use of Employee's Abilities
- o Group Effectiveness as Seen by Others
- o Morale
- o Fairness of Management

- o Planning and Organization
- o Delegation of Authority
- o Co-Worker Cooperation
- o Performance Feedback
- o Communication
- o Operational Efficiency
- o Climate for Innovation
- o Need for Change

Responses to the individual questions are combined, and the Index is reported on a three-point scale (low, average, or high) showing how your component stands relative to the total organization surveyed. Questions 15 through 20 on the survey are specific to HHS and do not contribute to the HRM Index; however, data on responses to these questions can be used to track how employees describe these aspects of their work environment.

Putting Things in Context

It is helpful to view your HRM Index results in the context of the larger organization of which you are a part. Comparing the Index and data on individual questions between your component and the organization as a whole will help you understand how your component varies from the norm. You may find that your component has different strengths and/or weaknesses than the organization.

In addition, HHS has measured employee perceptions over time using the HRM Index, and trend lines for the total organization and major components have been developed. In analyzing your results, you should also consider the trends. Is there movement up or down, or have things remained stable? What might be influencing the trends? If your component has a trend line, how does it compare to that of the entire organization?

Overall Results

Based on the responses of 253 employees, the HRM Index for your component was about average when compared to the total organization surveyed. Since the Index is based on responses to multiple questions, some aspects of the work environment may be better than others. While data on responses to individual questions must be interpreted cautiously, they can provide additional information for problem solving.

        Analysis of the responses to individual questions indicated that your component had relative strengths in the following areas.

    o Use of Employee's Abilities, Item 3
    o Performance Feedback, Item 10
    o Planning and Organization, Item 7

        The following areas may warrant further discussion to identify opportunities for improvement.

        Item 5. Are there any signs of employee discontent (sick leave abuse, complaints, or arguments) in your work group? (Morale)

        51% of the employees said that there were some or quite a lot of signs of discontent in their group.

        Item 6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.? (Fairness of Management)

        26% of the employees said they were only sometimes or rarely treated fairly in such matters.

        Item 4. Is the work of your group seen as highly effective by others?

        39% of the employees said the work was only sometimes or rarely seen as highly effective.

        Since the HRM Index is based on employee input, sharing these results with employees is a logical next step. Involving employees in follow-up discussions will help define what these results mean and help determine whether further action is needed. Following up on the results, and involving employees in that process, can lead to higher levels of performance and work satisfaction and can have important long-term benefits for your organization.
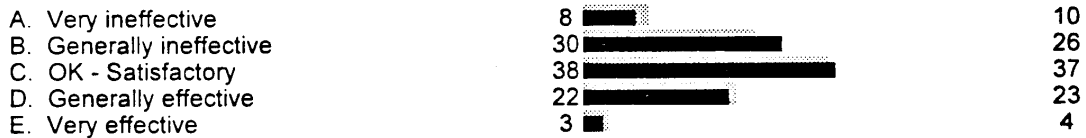
HUMAN RESOURCE MANAGEMENT INDEX
Results on Individual Questions

Organizations, like individuals, are neither uniformly perfect nor problematic. Responses to individual questions can give an idea of those aspects of work life that are most satisfying or most troublesome to employees. If your component is part of a larger organization, you can compare the data from the larger organization with your own. Since the data do not tell how much emphasis should be placed on any individual area, you will want to involve employees in setting priorities for follow-up action. Use the information below to celebrate your strengths and guide your improvement efforts, but interpret it cautiously given its limitations.

Percent Responding

% ----10---20---30---40---50---60---- %

1. How would you describe management practices in your OPDIV/STAFFDIV?

	This Org. Code	HHS
A. Very ineffective	8	10
B. Generally ineffective	30	26
C. OK - Satisfactory	38	37
D. Generally effective	22	23
E. Very effective	3	4

2. How do the people in your work group feel about their OPDIV/STAFFDIV?

	This Org. Code	HHS
A. Very positive	4	10
B. Generally positive	48	44
C. Neutral	26	22
D. Generally negative	18	19
E. Very negative	3	5
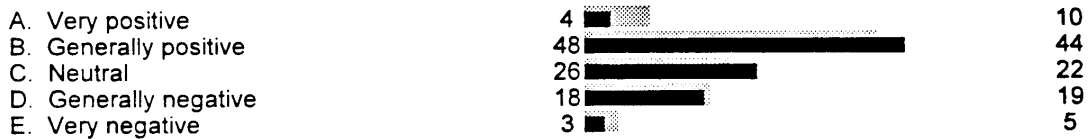
3. During the past year, have the energies and abilities of you and your co-workers been used in an effective manner?
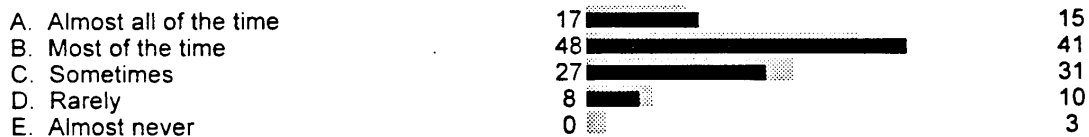
	This Org. Code	HHS
A. Almost all of the time	17	15
B. Most of the time	48	41
C. Sometimes	27	31
D. Rarely	8	10
E. Almost never	0	3

▲   ▲
This Org. Code ■■■   ▒▒ HHS

Percent Responding
% ----10---20---30---40---50---60----%

4. Is the work of your group seen as highly
effective by others?

A. Almost always	19	23
B. Usually	42	40
C. Sometimes	26	26
D. Rarely	8	8
E. Very rarely	4	3

5. Are there any signs of employee discontent
(sick leave abuse, complaints, or arguments)
in your work group?

A. None	8	12
B. Very few	19	24
C. A few	21	22
D. Some	29	23
E. Quite a lot	22	19

6. Are people treated fairly with regard to
training opportunities, length of lunch periods,
leave, etc.?

A. Always treated fairly	23	30
B. Almost always	24	23
C. Generally	27	24
D. Sometimes	16	14
E. Rarely treated fairly	11	9

7. Does wasted effort occur in your work
group because of poor planning?

A. Very frequently	8	11
B. Frequently	15	19
C. Sometimes	41	38
D. Seldom	26	23
E. Almost never	9	8

▲   ▲
This Org. Code ▬   ▒ HHS
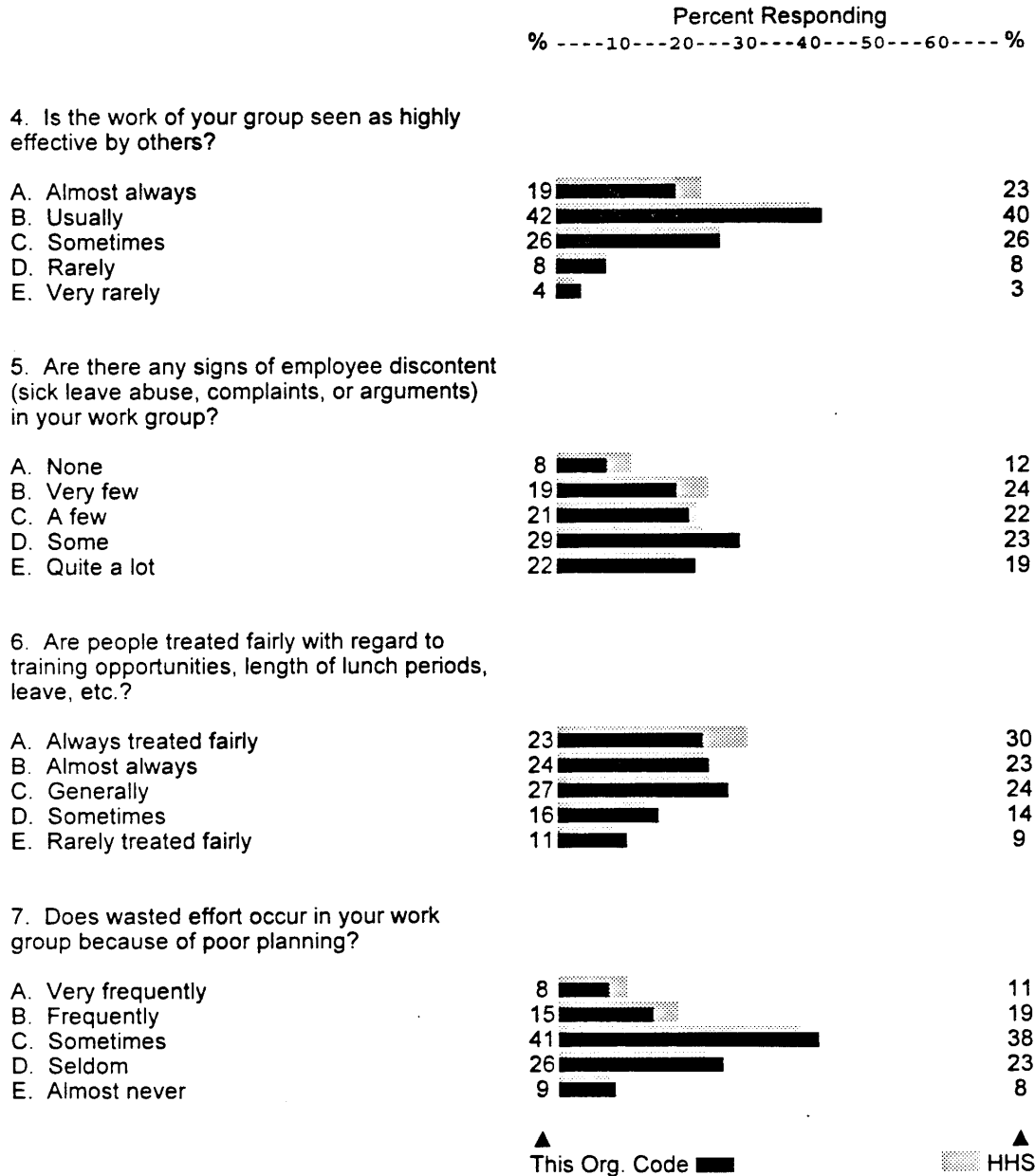
Percent Responding
% ----10---20---30---40---50---60---- %

8. Do the employees in your group have the
authority they need to do their jobs well?

	This Org. Code	HHS
A. Yes, in everything they do	8	9
B. Yes, except for unusual problems	40	37
C. It's generally OK	27	27
D. Not as much as needed	20	20
E. Almost never have the authority needed	4	6
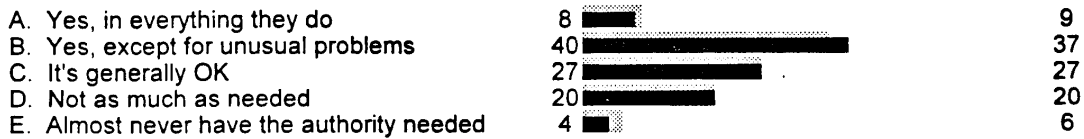
9. Do the people in your work group share
their expertise, knowledge, and skill to help
get the work out?

	This Org. Code	HHS
A. Very extensive sharing	17	19
B. Extensive sharing	38	35
C. Some sharing	33	33
D. Little sharing	8	8
E. Very little sharing	5	4

10. When performance is discussed, are
members of your work group told of ways to
improve their performance?

	This Org. Code	HHS
A. Almost always	16	16
B. Usually	33	30
C. Sometimes	30	26
D. Seldom	15	17
E. Almost never	6	10
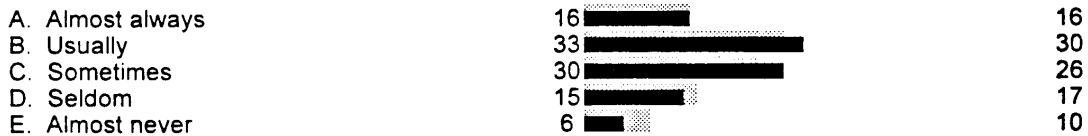
11. Is information about what is happening in
the organization communicated to your work
group in a timely fashion?

	This Org. Code	HHS
A. Communications are very timely	8	11
B. Generally timely	29	27
C. Usually OK	21	20
D. Some delays	17	18
E. Delays are common	25	24

▲   ▲
This Org. Code ▬   ▨ HHS

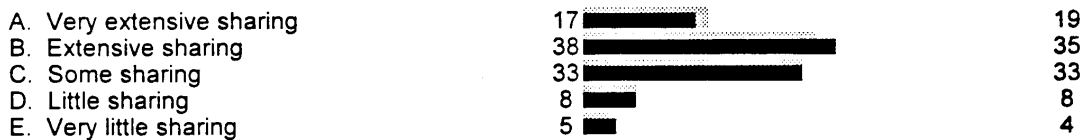Percent Responding

% ----10---20---30---40---50---60---- %

12. Are there any continuing problems that reduce the efficiency of your work group?

	This Org. Code	HHS
A. Essentially none	9	12
B. A few	34	30
C. Some	32	29
D. Quite a lot	12	15
E. Many problems exist	13	12

13. How much encouragement is given to people in your work group to try new approaches for getting the work done?

	This Org. Code	HHS
A. Strong encouragement	27	25
B. Some encouragement	34	34
C. Neither encouraged nor discouraged	24	24
D. New ideas are not wanted, but are allowed	10	9
E. New ideas are, in effect, discouraged	4	8

14. Is there a need for change in your work group? Consider if your work group could benefit from improved management practices, different policies and procedures, etc.

	This Org. Code	HHS
A. High need for change	16	21
B. Rather high need for change	25	20
C. Some need for change	41	38
D. Little need for change	11	14
E. Very little or no need for change	6	6

15. Are you able to balance your work and family life through the use of flexible scheduling and leave options provided by your OPDIV/STAFFDIV?

	This Org. Code	HHS
A. Almost always	35	44
B. Usually	33	30
C. Sometimes	15	12
D. Rarely	9	8
E. Never	8	5

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This Org. Code ■■■   ▒▒ HHS

Organization Code 1212   Page 7
  253 Employees Responding
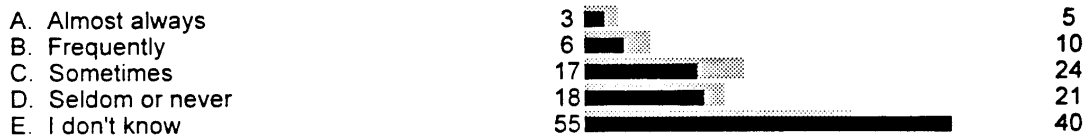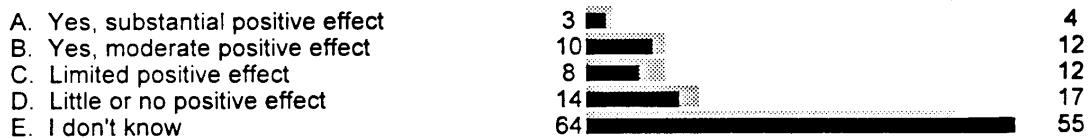
Percent Responding
% ----10---20---30---40---50---60----%

16. Are your managers and co-workers
supportive of your using flexible scheduling
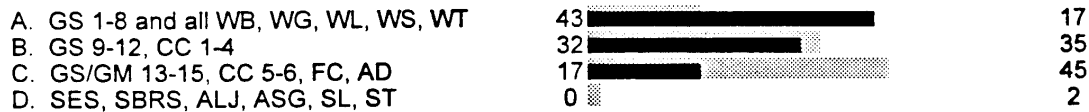and leave options to help you balance work
and family life?

	This Org. Code	HHS
A. Very supportive	27	37
B. Generally supportive	37	31
C. Neutral	19	18
D. Generally unsupportive	9	7
E. Very unsupportive	5	6
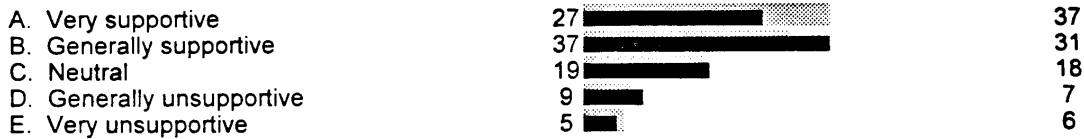
17. Do you see the union(s) and management
working in partnership to improve the quality
of work life in your OPDIV/STAFFDIV?

	This Org. Code	HHS
A. Almost always	3	5
B. Frequently	6	10
C. Sometimes	17	24
D. Seldom or never	18	21
E. I don't know	55	40

18. In the Department of Health and Human
Services, have union-management partnerships
had a positive effect on service to the public?

	This Org. Code	HHS
A. Yes, substantial positive effect	3	4
B. Yes, moderate positive effect	10	12
C. Limited positive effect	8	12
D. Little or no positive effect	14	17
E. I don't know	64	55

19. What is your grade or rank?

	This Org. Code	HHS
A. GS 1-8 and all WB, WG, WL, WS, WT	43	17
B. GS 9-12, CC 1-4	32	35
C. GS/GM 13-15, CC 5-6, FC, AD	17	45
D. SES, SBRS, ALJ, ASG, SL, ST	0	2

▲   ▲
This Org. Code ■■■   ▨ HHS

Percent Responding

% ----10---20---30---40---50---60----%

20. Are you a...?

A. Civilian permanent employee
B. Civilian temporary employee
C. Commissioned Corps Officer
D. Contractor

79 ████████████████████████ 92
0   0
21 ███████   8
0   0

▲   ▲
This Org. Code ███   ░░░ HHS